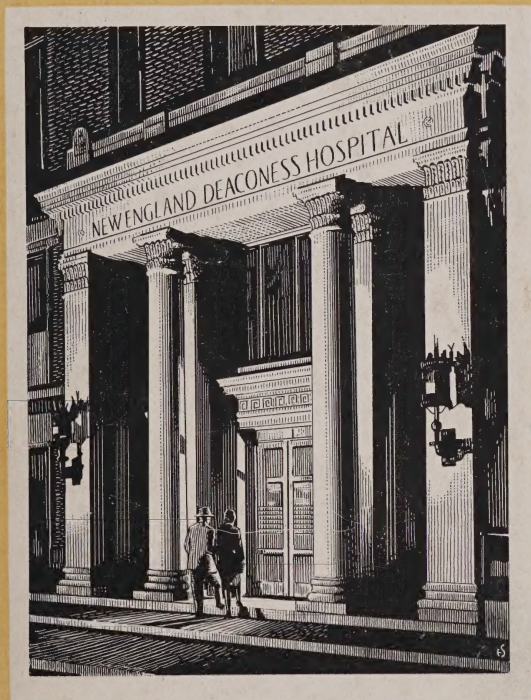




New England Deaconess Hospital



Annual Report

1946



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THE TWO INSIDE COVERS

of this Annual Report picture a panoramic view of the many
units comprising the New England Deaconess Hospital

1. THE DEACONESS BUILDING — Erected 1907
2. THE PALMER BUILDING — Erected 1927
3. THE BAKER BUILDING — Erected 1936
4. HARRIS HALL (Nurses' Residence) — Erected 1913
5. RIVERWAY HOUSE (Technicians' Residence)
6. FACULTY HOUSE
7. ENGINEERING DEPARTMENT, LAUNDRY AND STORE ROOM
8. STORE ROOMS
9. SITE OF PROPOSED ADDITION

The Motive

behind the growth of the Deaconess Hospital has been the instinct and desire to care for those sufferers who are not able to care for themselves. The need is greater today than it has ever been. Why not let skilled workers be the servants of your good will?

NEW ENGLAND DEACONESS HOSPITAL

FRANCIS W. CAPPER, *Treasurer*
16 Deaconess Road, Boston

ENCLOSED find \$_____ as my contribution toward relieving the suffering of the poor.

[NAME] _____

[ADDRESS] _____

New England Deaconess Hospital

Annual Report

1946



DEACONESS GENERAL • PALMER MEMORIAL

GEORGE F. BAKER CLINIC

DEACONESS ROAD, BOSTON 15, MASSACHUSETTS



ONE OF THE SUNNY CORNERS OF THE HOSPITAL WHERE CONVALESCING PATIENTS
MAY READ, VISIT ONE ANOTHER, AND ENJOY THE SCENERY

Business Administration

Officers of the Hospital

1947

President

ERNEST G. HOWES, 321 Summer Street, Boston, Mass.

Vice-Presidents

ALFRED H. AVERY, 19 Chestnut Street, Cambridge, Mass.

HOWARD D. BREWER, 12 East Worcester Street, Worcester, Mass.

Treasurer

FRANCIS W. CAPPER, Boston Safe Deposit & Trust Co., Boston, Mass.

Clerk

VINCENT P. CLARKE, 27 State Street, Boston, Mass.

Executive Committee

STANLEY O. MACMULLEN, *Chairman*

ALFRED H. AVERY

*VINCENT P. CLARKE

HENRY S. ROGERSON

JOHN BARNARD

JOHN A. DUNN

HOWARD W. SELBY

*FRANCIS W. CAPPER

CARL S. ELL

WILLIAM B. SNOW, JR.

*ERNEST G. HOWES

HOWARD F. ROOT, M.D., *Staff Representative*

Finance Committee

*FRANCIS W. CAPPER

ELLIOTT P. JOSLIN

WILLIAM B. SNOW, JR.

PAUL F. CLARK

FRANK H. LAHEY

FRANCIS R. CARNEGIE STEELE

*ERNEST G. HOWES

HOWARD W. SELBY

RALPH E. THOMPSON

Investment Committee

JOHN BARNARD

*ERNEST G. HOWES

HENRY S. ROGERSON

*FRANCIS W. CAPPER

STANLEY O. MACMULLEN

School of Nursing Committee

F. GORHAM BRIGHAM, M.D., *Chairman*

MRS. N. DEAN ALLEN

MISS MABEL T. EAGER

*MISS M. M. SHRADER

*JOHN W. CASS, JR., M.D.

MISS ETHEL M. EASTER

J. WENDELL YEO, PH.D.

*WARREN F. COOK

MISS OLIVE L. NELSON

*Ex officio.

Board of Trustees 1947

Terms Expiring 1948

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CARL S. ELL
SAM T. EMERY

ERNEST G. HOWES
J. FRANKLIN McELWAIN
ROBERT H. MONTGOMERY

C. ADRIAN SAWYER, JR.
MRS. E. N. WRIGHTINGTON
ROY A. YOUNG

Terms Expiring 1949

FRANK G. ALLEN
ALFRED H. AVERY
HORACE A. CARTER
PAUL F. CLARK

VINCENT P. CLARKE
JOHN A. DUNN
ROGER I. LEE

HERBERT E. LOCKE
STANLEY O. MACMULLEN
EDWARD H. REDSTONE

Terms Expiring 1950

JOHN BARNARD
HOWARD D. BREWER
MISS MABEL T. EAGER
CORNELIUS A. PARKER

HENRY S. ROGERSON
HOWARD W. SELBY
J. P. SPANG, JR.

DONALD B. STANBRO
RALPH E. THOMPSON
MRS. WILLIAM L. YOUNG

Terms Expiring 1951

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WILLIAM M. GUNTER
ELLIOTT P. JOSLIN

WILLIAM O. LEFAVRE
FRANK H. LAHEY
MATTHEW P. SCULLIN

WILLIAM B. SNOW, JR.
FRANCIS R. CARNEGIE STEELE

Terms Expiring 1952

FRANCIS W. CAPPER
MRS. ALEXANDER G. GRANT
LEWIS O. HARTMAN
MILES C. HIGGINS

MRS. EUGENE H. MATHER
CHARLES O. PENGRA
LELAND POWERS

GLENWOOD J. SHERRARD
MRS. SHELDON E. WARDWELL
EDWARD E. WHITING

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1947

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 FRANK G. ALLEN
 WILLARD ARNOLD
 ALFRED H. AVERY
 R. K. BACHELDER
 HARRY S. BALDWIN
 JOHN BARNARD
 MAURICE E. BARRETT
 WILLIAM H. BATH
 LESTER L. BOOBAR
 EDWIN A. BREWER
 HOWARD D. BREWER
 F. GORHAM BRIGHAM
 EDGAR S. BRIGHTMAN
 WILLIAM G. BROOKS
 MAURICE L. BULLOCK
 T. R. BURNS
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 J. L. CAIRNS
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 RUSSELL R. CAMERON
 DUNCAN R. CAMPBELL
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 LAWRENCE W. CASE
 RICHARD B. CATTELL
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 JAMES V. CLAYPOOL
 KARL T. COMPTON
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 RAY H. COWEN
 GUY W. COX
 LOUIS A. COX
 ORVILLE E. CRAIN
 G. A. DAHLQUIST
 E. MERRILL DARLING
 GEORGE R. S. DENTON
 ALBERT C. DIEFFENBACH
 GEORGE P. DIKE
 ROBERT G. DODGE
 JOHN AINSWORTH DUNN
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 SAM T. EMERY
 LAURENCE W. C. EMIG

GEORGE A. FALLON
 MRS. WILLIAM M. FLANDERS
 ALLAN FORBES
 HARRY P. FORTE
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 J. ARTHUR GIBSON
 HAMILTON M. GIFFORD
 C. HOMER GINNS
 FRANCIS J. GOOD
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 LEONARD C. HARRIS
 LEWIS O. HARTMAN
 HARLEY DANIEL HAWVER
 J. WILLARD HAYDEN
 BERNARD HENNINGER
 MILES C. HIGGINS
 H. B. HILL
 CHARLES C. P. HILLER
 ERNEST G. HOWES
 A. ALONZO HUSE
 CHARLES W. JEFFRAS
 RALPH P. JONES
 ELLIOTT P. JOSLIN
 RICHARD KELLOGG
 WILLIAM T. KING
 J. FRANKLIN KNOTTS
 FRANK H. LAHEY
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 CHARLES S. OTTO
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 CORNELIUS A. PARKER
 ROBERT CHAPIN PARKER

LESTER C. PEABODY
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 CLIFTON T. PERKINS
 JOSEPH E. PERRY
 ROBERT M. PIERCE
 LELAND POWERS
 WILLIAM P. PRITCHARD
 EDWARD H. REDSTONE
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 WILLIAM L. STIDGER
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 EARL E. STORY
 ARCHIVER J. STRAIT
 LeROY W. STRINGFELLOW
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 MISS CLARA TROWBRIDGE
 IRVING J. WALKER
 MRS. SHELDON E. WARDWELL
 SHIELDS WARREN
 DANIEL E. WATSON
 PARKER WEBB
 ROSS WHISTLER
 EDWARD E. WHITING
 BEN AMES WILLIAMS
 LAWSON WILLIAMS
 ELWIN L. WILSON
 JOHN C. WINGETT
 MRS. E. N. WRIGHTINGTON
 ROY A. YOUNG
 MRS. WILLIAM LeROY YOUNG

New England Deaconess Hospital

ASSETS

CURRENT ASSETS:

Cash		\$	34,156.83
Accounts receivable	\$103,044.12		
Less reserve for uncollectible accounts	48,017.49		55,026.63
Inventories of supplies			87,386.56
Total current assets		\$	176,570.02

CASH AND SECURITIES RESERVED FOR GIFTS AND BEQUESTS FOR SPECIAL PURPOSES INCLUDING \$3,268.61 FOR RADIUM FUND

127,939.06

INVESTMENT OF FUNDS:

General

Securities and savings bank deposits (market value \$713,500)	\$688,590.11		
Cash awaiting investment	20,990.56	\$709,580.67	

Special

Fannie N. Elliott Fund—Securities and savings bank deposits (market value \$31,300)	31,656.84		
F. B. and G. A. Webster Annuity Fund securities (market value \$9,600)	8,898.01		

Savings bank deposits

Alice Wheeler Fund	\$ 8,553.19		
Smith Hamilton Fund	42,600.00		
Amy W. Pinkham Fund	20,000.00		
Annuity reserve	19,000.00	90,153.19	840,288.71

REAL ESTATE AND EQUIPMENT

Land and buildings	2,130,188.15		
Equipment and furnishings	194,102.70		
Radium	134,694.33		

INSURANCE PREPAID 3,696.30

NEW BUILDING FUND — cash and securities 665,044.32

\$4,272,523.59

Balance Sheet December 31, 1946

LIABILITIES

CURRENT LIABILITIES:

Accounts payable and accrued expenses	\$ 62,465.93
Mortgage payments due in 1947	72,619.84
Total current liabilities	\$ 135,085.77

GIFTS AND BEQUESTS FOR SPECIAL PURPOSES	124,670.45
---	------------

MORTGAGE PAYABLE (not including \$72,619.84 shown under current liabilities above)	38,200.34
--	-----------

ENDOWMENT FUNDS PLUS UNAPPORTIONED GAIN ON SALE OF GENERAL INVESTMENTS	801,288.71
--	------------

AMY W. PINKHAM FUND	20,000.00
-------------------------------	-----------

ANNUITY RESERVE	19,000.00
---------------------------	-----------

TRAINING SCHOOL FUNDS	2,809.95
---------------------------------	----------

BUILDING AND EQUIPMENT FUNDS	2,154,140.84
--	--------------

RADIUM FUND	137,962.94
-----------------------	------------

RESERVE FOR IMPROVEMENTS AND REPLACEMENTS	6,915.00
---	----------

GENERAL FUND	167,405.27
------------------------	------------

NEW BUILDING FUND	665,044.32
-----------------------------	------------

\$4,272,523.59

New England Deaconess Hospital

For the Year Ended

OPERATING INCOME:

Board and room	\$ 742,972.55
Operating room	72,368.95
Solution room	27,004.35
X-Ray and deep therapy	87,615.25
Laboratories	98,497.50
Blood bank	61,020.70
Foot room — physical therapy	2,645.85
Pharmacy and dressings	194,883.55
Board of special nurses	4,092.25
Out-patient department	4,617.70
School of nursing (cadet income)	9,138.76
Cafeteria receipts and public dining room	29,767.47
Radium	3,314.00
Dentistry	3,383.50
Miscellaneous	1,578.96

TOTAL HOSPITAL INCOME \$1,342,901.34

LESS:

Free work	\$ 83,638.68
Provision for uncollectible accounts	14,758.35
	<u>\$ 98,397.03</u>

HOSPITAL NET INCOME \$1,244,504.31

OPERATING EXPENSES:

Administrative including publicity	\$ 109,977.53
Purchasing	6,460.90
Personnel	7,109.70
Housekeeping	92,079.50
Laundry and linens	42,421.92
Maintenance and Plant Operation	117,237.23
Dietary	342,830.14
Medical and surgical supplies	16,799.12
Nursing	166,331.96
Pharmacy	148,980.54
Medical records	17,514.75
Social service	6,886.14
Volunteer program	2,348.77
Operating room	63,438.38
X-Ray	51,231.80
Laboratories	112,387.84
Foot room	2,268.21
Dentistry	2,370.26
Radium	4,783.18
Out-patient department	8,251.44

DEFICIT FROM OPERATIONS (forward) \$ 1,321,709.31
\$ 77,205.00

Income and Operating Statement

December 31, 1946

DEFICIT FROM OPERATIONS (brought forward) \$ 77,205.00

OTHER EXPENSES:

Interest	\$ 6,430.08	
Annuities	1,499.17	
Pensions	2,952.50	10,881.75
		<u>\$ 88,086.75</u>

OTHER INCOME:

Investment income not including income of Martha A. Sargent Fund appropriated for reduction of mortgage payable	\$25,476.63	
Donations	37,805.16	
Trustees of the Consumptives Home	2,000.00	
Income from estate during administration	366.34	
Guarantee fund	175.00	65,823.13
		<u>\$ 22,263.62</u>

DEFICIT FOR YEAR \$ 22,263.62

Charges against the reserve for replacements and improvements delayed by war priorities during the year totaled \$10,300.83.

ANALYSIS OF GENERAL FUND ACCOUNT

BALANCE JANUARY 1, 1946 \$145,438.61

ADD:

Income from Martha A. Sargent Fund appropriated for reduction of mortgage payable	32,000.00
Unrestricted legacies	106,472.11
Transfer from annuity reserve	200.00
	<u>\$284,110.72</u>

DEDUCT:

Transfers to building funds representing payments on mortgage	\$69,441.83
Transfer of unrestricted bequest to New Building Fund	25,000.00
Deficit for the year	22,263.62
	<u>116,705.45</u>

BALANCE DECEMBER 31, 1946 \$167,405.27

W. WEBSTER McCANN
CERTIFIED PUBLIC ACCOUNTANT
89 BROAD STREET
BOSTON, MASSACHUSETTS

New England Deaconess Hospital
Boston, Massachusetts

I have examined the balance sheet of New England Deaconess Hospital as at December 31, 1946, the income statement and the analysis of general fund account for the year then ended, have reviewed the system of internal control and the accounting procedures of the hospital and, without making a detailed audit of the transactions, have examined or tested accounting records of the hospital and other supporting evidence, by methods and to the extent deemed appropriate.

It is not the practice of the hospital to make provision for depreciation on buildings and equipment.

In my opinion, the accompanying balance sheet and related income statement and the analysis of general fund account present fairly the position of New England Deaconess Hospital as at December 31, 1946, and the results of its operations for the fiscal year, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

W. WEBSTER McCANN

Boston, Massachusetts
February 6, 1947

Endowment Funds

December 31, 1946

INCOME TO BE USED FOR FREE BEDS

Mary V. Ackley Free Bed Fund	1936	\$ 3,000.00
Adelaide Bunnell Allen Fund	1942	1,000.00
Julia A. Babcock Free Bed Fund	1929	200.00
George William Boyd Free Bed Fund	1909	5,000.00
Abbie K. Chandler Free Bed Fund	1913	1,000.00
Mr. and Mrs. Costello C. Converse Free Bed Fund	1927	50,000.00
Fannie F. Eager Free Bed Fund	1908	5,000.00
George R. Eager Free Bed Fund	1921	5,000.00
Mr. and Mrs. William R. Elliott Free Bed Fund	1938	31,656.84
Free Bed for Eye Patients	1931	6,899.00
Edith W. Gallagher Fund	1933	10,000.00
Ferdinand C. Gammons Fund	1934	68,575.91
Nathan R. George Free Bed Fund	1943	29,197.38
Annie W. Gooding Free Bed Fund	1925	1,200.00
Isabella Louise Grant Free Bed Fund	1944	6,500.00
Lucy J. Haigh Free Bed Fund	1926	5,000.00
Bishop John W. Hamilton Free Bed Fund	1938	500.00
Mary Adeline Tobey Hastings Fund	1931	24,934.44
Elijah B. and Josephine M. Hine Room	1904	3,900.00
Abbie Hills Holbrook Bed	1935	10,000.00
Ida Sinclair Holt Fund	1927	25,000.00
Dr. Joshua C. Hubbard Free Bed Fund	1917	5,000.00
S. Elizabeth Huntington Free Bed Fund	1936	5,000.00
Soloman M. Hyams Bed	1929	10,000.00
Linda May Jackson Free Bed Fund	1931	600.00
Deborah M. Josselyn Free Bed Fund	1917	346.40
Nellie Louise Kidder Free Bed Fund	1930	745.24
Kingsbury Fund for Aliens	1911	678.05
Aimee Lamb Free Bed Fund	1931	5,000.00
Effie E. Lord Free Bed Fund	1941	1,000.00
Flora E. MacGlauffin Free Bed Fund	1933	5,000.00
Mary L. McIntyre Fund	1942	1,000.00
George H. Maxwell Fund	1927	10,000.00
Sarah K. Morse Fund	1928	1,758.00
Nellie S. Moulton Free Bed Fund	1931	300.00
New England Deaconess Alumnae Association Free Bed Fund	1931	10,200.00
New Hampshire Conference Free Bed Fund	1916	1,019.36
John A. Ordway Fund	1942	5,000.00
Albert N. Parlin Free Bed Fund	1930	25,000.00
Albert N. Parlin Free Bed Fund	1935	25,000.00

Endowment Funds

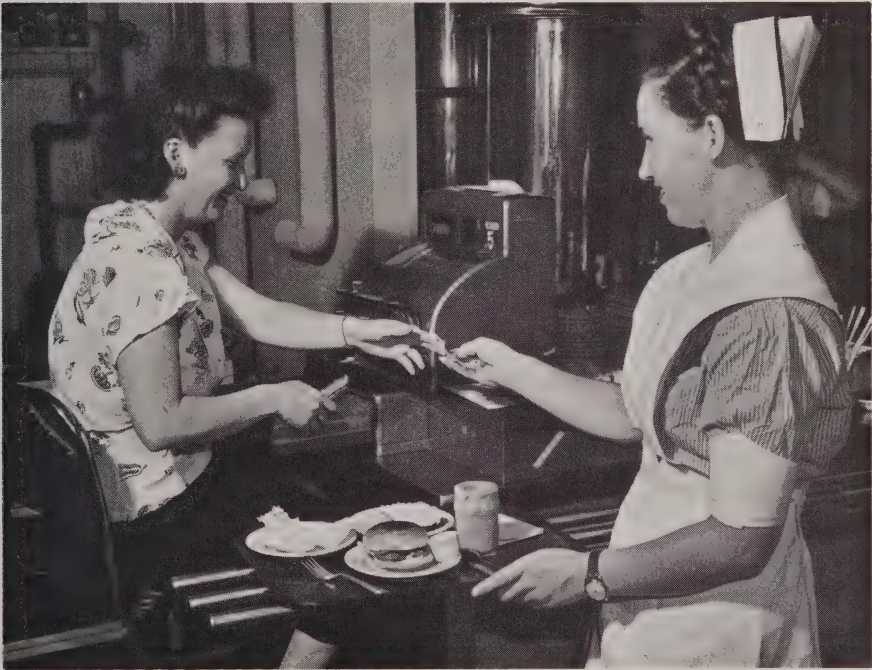
Abbie S. Peasley Free Service Fund	1917	\$ 475.00
Mary E. Pickering Free Bed Fund	1926	500.00
Anna M. Pickford Memorial Free Bed Fund	1927	25,000.00
Anonymous	1941	16,000.00
Georgia M. Whidden Porter Free Bed Fund	1938	20,696.84
Howard M. Ray Memorial Fund	1937	300.00
Mrs. Hannah R. Richards Memorial Fund	1923	1,000.00
Mary Elizabeth Slack Free Bed Fund	1944	25,000.00
Emma A. Ward Fund	1941	1,896.23
Catherine E. Watson Free Bed Fund	1923	5,000.00
Annie W. Woolson Free Bed Fund	1920	5,000.00

INCOME TO BE USED FOR GENERAL PURPOSES

Ada S. Blair Fund	1926	\$ 4,750.00
Elizabeth A. Botsford Fund	1946	10,000.00
John and Harriet Champfrey Fund	1923	3,063.36
Philip Chase Fund	1938	50.00
Clark Fund	1900	2,910.00
Chester C. Corbin Fund	1917	100,000.00
Clara L. Crawford Fund	1925	5,000.00
Francis J. Douglas Fund	1926	500.00
Roswell L. Douglas Fund	1922	2,500.00
Mary George Fund	1915	1,000.00
Sarah R. Griffin Fund	1918	7,000.00
Francis W. Hale Fund	1935	1,000.00
Charles W. Haworth Fund	1936	300.00
Alice Hiscox Fund	1945	1,000.00
Margaret E. Johnston Fund	1926	2,500.00
Maud G. Leadbetter Fund	1945	1,000.00
Willard Taylor Perrin and Lucy E. Perrin Memorial Fund	1939	13,010.97
Chaplain and Mrs. Charles A. Plumer Fund	1922	200.00
Herman and Emma Richter Fund	1929	2,301.46
Elizabeth Clarke Rogers Fund	1928	5,000.00
Sophie K. Rousmaniere Fund	1945	15,000.00
Georgianna B. Sargeant Fund	1935	2,000.00
Smith-Hamilton Fund	1936	42,600.00
Ella Gertrude Spalding Fund	1934	2,114.87
Edward W. Swan Fund	1946	15,000.00
Sarah S. Swift Fund	1929	2,275.70
Alice Wheeler Fund	1939	8,553.19

INCOME TO BE USED FOR SPECIAL PURPOSES

Jane G. A. Carter Orthopedic Fund.....	1928	\$ 1,000.00
John Howard Charlton Fund.....	1942	1,000.00
Mary E. Holt Room Fund (Furnishings).....	1911	1,000.00
Mr. and Mrs. Joseph B. Jacobs Fund	1945	1,000.00
Daniel Fiske Jones Fund.....	1938	5,000.00
Sylvester Kimball Fund (Furnishings).....	1923	500.00
Gallah Levi Fund (Furnishings).....	1914	1,000.00
Mary DeShon Lowell Fund.....	1928	566.00
Fannie Kimball Morse and May Conant Morse Fund.....	1923	1,000.00
Walter S. North Fund for Study and Care of Diabetes.....	1941	1,000.00
Wendell Phillips Parker Fund.....	1945	540.00
William L. Shearer Fund.....	1932	10,000.00
Louise O. Twombly Fund.....	1937	100.00
F. B. and G. A. Webster Fund.....	1923	8,898.01
William F. Willman Fund.....	1934	4,887.33



LUNCHEON AT COST



Distribution of the
INCOME DOLLAR
(IN CENTS)
1946



Distribution of the
EXPENSE DOLLAR
(IN CENTS)

1946



DEACONESS BUILDING



BAKER AND PALMER BUILDINGS

Report of the Executive Director
TO THE
Corporation
OF THE
New England Deaconess Hospital

ANNUAL MEETING - FEBRUARY 18, 1947

It would be very easy, in writing a report of the year's activities, to stress all of the difficulties which we are encountering in hospitals today — difficulties in nursing and other personnel for which no one so far has found a solution; difficulties through increasing wages from a very low, almost a sub-wage scale, which has, until lately, prevailed in all hospitals; difficulty of the general increase in prices and scarcity of all materials used in hospitals; the possibility of unions coming into hospitals, even into the nursing profession, which we thought to be immune against unionization because of its professional status. We could easily fill this report with a discussion of these problems, but I prefer to think of some of the more encouraging things — the bright signs in the sky. Let me speak first of material things.

1. We have come through the year without a deficit, in fact, with a small surplus, in spite of greatly increased costs. This would have been a deficit had we not seen it coming and increased our rates somewhat towards the end of the year. Our pay roll is up 21 per cent over 1941, but it was then very low. The average worker in the Deaconess Hospital for the year 1940 received \$901 a year, which even then was not a living wage. Hospitals had paid such low salaries for years that what they now have been compelled to pay seems very high. In 1940 nurses were getting \$60 and \$70 a month plus maintenance. Today our lowest paid nurses start at \$180 per month. This is all cash. When nurses' salaries began to rise all other professional salaries went up. We soon learned that if you did not meet offers made to your experienced employees and they left, then you had to pay the person you were able to get to fill their place more than the amount for which the person who left would have stayed. It didn't make sense. The minimum wage law has added materially to the pay roll, affecting 60 per cent of our workers in the last year. We have been compelled to move all salaries to a higher level or lose all experienced help.

But why should we wait for the law and necessity to make us pay better wages? Should we not be thinking of what is just and fair with our employees rather than be forced to raise wages to a respectable level to enable them to meet increasing living costs? In the long run we know that cheap labor is bad economy.

Our pay roll is not out of line with other hospitals or our total budget. Our total budget in 1941 was \$1,012,000 and our pay roll over 50 per cent of this amount. Our total budget for 1947 is nearly \$1,500,000 and our pay roll is \$756,000, which shows that pay rolls have not increased more than all other expenses.

It should be noted, also, that a considerable part of our increased costs has come through the expansion of our income producing departments, namely, X-ray and deep therapy, Laboratory, Blood Bank, Solution Room and Pharmacy Store. In 1940 the Pharmacy Store did a gross business of \$102,000. In 1946 its gross sales amounted to \$195,000 or an increase of over 90 per cent. Of course, this has meant more expense, but the margin for our free work has remained substantial, in fact, the percentage of surplus has steadily increased.

We have had to raise rates more than once because we had no other source of income. However, there are now signs of prices leveling off, even lowering in some commodities. Also, as the labor market eases, as it seems to be doing slightly, there will be opportunity to reduce costs.

Ways of Saving.

- (a) Better selection of personnel through Personnel Department.
- (b) Better organization of personnel; elimination of part-time personnel as far as possible.
- (c) Better training program for personnel and volunteers.
- (d) Wages commensurate with work. Low priced help is most expensive.
- (e) More thorough analysis and classification of jobs.
- (f) Program of training for auxiliary nurse helpers to relieve nurses for jobs they are fitted to do.
- (g) All unnecessary procedures eliminated in the hospital, and uniformity established wherever possible.
- (h) Shortening of the patient's stay, while not decreasing costs, will give more efficiency.
- (i) Better planning of hospitals.

2. *Debt* — will be almost gone at the end of this year. For 14 years we have paid approximately \$80,000 a year to free ourselves from this burden. It has been a long struggle, but its end is near. We should now carry a depreciation account sufficient to care for our future plant and equipment needs. In fact, we should take care of our debts before we incur them.

3. *Legacies for the Past Ten Years.*

	<i>Restricted</i>	<i>Unrestricted</i>	<i>Total</i>
1946 (11 Months)	\$25,000.00	\$106,472.11	\$131,472.11
1945	17,000.00	91,976.24	108,976.24
1944	56,512.60	283,131.17	339,643.77
1943	49,401.54	36,046.31	85,447.85
1942	7,250.00	30,076.79	37,326.79
1941	3,646.23	68,672.35	72,318.58
1940	5,553.19	66,268.21	71,821.40
1939	20,637.81	48,069.59	68,707.40
1938	5,095.00	26,173.90	31,268.90
1937	100.00	25,665.34	25,765.34
		<u>\$782,552.01</u>	<u>\$972,748.38</u>
Total amount received			\$972,748.38
Average per year of total amount received			97,274.83
Average per year of unrestricted total			78,255.20
Average per year for last five years of unrestricted total			129,522.29

4. *Building Fund.* The building fund stands today in subscriptions, cash and guarantee at approximately \$1,250,000. The effort of the church is just beginning to bear fruit, and already we are getting a number of commitments from individual churches which should grow through this spring.

What we had planned to build several years ago for a million and a half dollars has now grown to two and a half million dollars, but when the fund reaches the million and a half mark the Building Committee will recommend that we borrow any additional amount necessary to complete the building program.

The plans for the new building have been changed during the year, because it was found that the original plans were not workable. Instead of the original plans, a building in the form of a cross, with one end of the cross coming across Deaconess Road and into the present Deaconess building, is planned. During the year a great deal of careful consideration was given by the Trustees to the question of erecting a separate building for Dr. Joslin's work. In the interest of economy, however, the Trustees adhered to the plan for one central building, but committed themselves to make such changes as were necessary to give to Dr. Joslin and his group, in the Baker building, the services which he had hoped to put into a new diabetic building.

5. *Nursing School.* The Deaconess Hospital, because of the unusual proportion of very sick patients for whom we care, needs a mature, experienced nurse, and yet we are compelled to lay heavy responsibility upon young graduates barely out of training. It seems almost a miracle that mistakes are so few. It is a testimony to the type of training they are receiving. Let me say that a very careful study and analysis has been made by the Training

School Committee of the number of mistakes made by students, to enable the faculty to find, if possible, the reasons back of these mistakes. Fortunately no fatality or serious accident has resulted from any of these mistakes, but it is an important thing to know that your school is diligently searching for and endeavoring to correct every error, so far as possible, in their training program. We are fortunate in being one of the few schools of nursing to obtain its full quota of students.

6. *Friends of the Deaconess and Volunteers.* Too high praise cannot be spoken of the consecrated work of the Friends of the Deaconess, especially of those members who give so generously of their time to the hospital. The women have completed their \$30,000 Fund for the Daniel Fiske Jones Memorial Operating Room and are already looking for more buildings to conquer. It is beyond all expectation and understanding the amount of work they do and the amount of money they can raise from the discards.

7. *Social Service.* Our work for the needy shown in free work has risen 14 per cent this year over last. While all of our work may be classed as service, in this work for the less privileged we find so much opportunity to service and such an abundance of gratitude in return.

“Three months ago at this time, a very, very sick man and his equally frightened wife arrived at the Deaconess Hospital. The man was too ill to know or care where he was, and his wife felt so alone and so strange, with a heart full of loneliness that was indescribable. However, from the time the first attendant spoke to the wife until both left the Hospital, never was such kindness, courtesy and thoughtfulness shown to any millionaire patient. From elevator attendants, maids and other employees, to members of the Social Service staff and nurses and doctors, one felt sympathy and care freely given. The sick man was my husband and I was the frightened wife. We stayed with you eight long weeks and I shall never forget our wonderful experience. My husband is entirely well now, thanks to Dr. Horrax and the other doctors and nurses. We had to take our son out of college at the end of his third year because of expense, but we are all well and thankful for health. We cannot say enough for the Deaconess Hospital and some day hope to repay you in a small way for your kindness and help.”

I have quoted this rather long letter rather than excerpts from many.

Of course, all of our letters are not so appreciative and many do not write at all, but we have hundreds of such letters in our files, which all tell us that in some way we are doing unto others as we would be done by, and ministering to the sick, especially the sick poor, as did the early founders of our hospital.

I would like to express appreciation for all the help and co-operation received from trustees, doctors and nurses, and all others connected with the hospital. Only by such co-operative effort and understanding can we hope to build a lasting institution here.

Statistics

YEAR ENDED DECEMBER 31, 1946

Patients in hospital, January 1, 1946.....	244	Operations.....	5,406
Patients admitted 1946.....	6,838	Major.....	3,018
Medical.....	1,662	Minor.....	2,388
Surgical.....	5,176	Average number of operations per month.....	451
Private.....	1,311	X-Rays.....	15,170
Semi-private.....	2,124	Diagnostic.....	9,813
Ward.....	3,403	Therapy treatments.....	5,357
Patients discharged 1946.....	6,836	Laboratory tests.....	193,056
Medical.....	1,668	Autopsies.....	177
Surgical.....	5,168	Bacteriological examinations.....	5,055
Private.....	1,359	Basal metabolisms.....	925
Semi-private.....	2,148	Chemical examinations.....	146,339
Ward.....	3,329	Electrocardiograms.....	1,580
Patients in hospital, December 31, 1946.....	246	Solutions.....	31,308
Deaths.....	193	Surgical examinations.....	7,672
Hospital mortality percentage..	2.8	Transfusions.....	4,123
Autopsy percentage.....	58.6	Plasma.....	497
Occupancy percentage.....	87.2	Donors.....	4,369
Total patient days service.....	98,673	Other special services	
Medical.....	15,479	Dental X-Rays.....	239
Surgical.....	83,194	Dental treatments and prophylaxis.....	153
Private.....	19,067	Dental consultations and examinations.....	2,256
Semi-private.....	28,787	Dental extracts.....	206
Ward.....	50,819	Foot room.....	8,832
Full paying.....	63,074	Out-Door.....	12,429
Part paying and free.....	35,599	Clinic.....	2,965
Average daily census.....	270.3	Dental.....	1,323
Largest number treated in one day.....	306	Foot room.....	13
Smallest number treated in one day.....	216	Laboratories.....	2,211
Average days stay in hospital..	14.4	Operating rooms.....	399
Private.....	14.0	X-Ray.....	5,518
Semi-private and ward....	14.5		

WARREN F. COOK
Executive Director

Annual Report of the Nursing Service

NURSING SERVICE

Nursing Shortage

Despite the continued shortage of nurses, the essential care of patients has been maintained consistently. In October and November, 1946, with a marked increase of General Duty Nurses (to forty), we were able to improve the quality of care; but our Floor Duty Staff has fluctuated between twenty and thirty throughout most of the year. It is interesting to note that of the forty-five graduates from the school this year, eighty per cent returned here for employment. This high percentage of co-operation has been a major factor in the provision of nursing care.

Very few volunteer workers have been able to assist us, and we have had almost no auxiliary help. Our Nursing Staff has had a forty per cent turnover; moreover, the general duty turnover has been close to ninety per cent. On several occasions it was necessary to close twelve to thirty beds in order to provide minimum care; however, as the Administration helped us over the crises, we were able to resume our full responsibilities to the patient in a short period.

Staff Turnover

Five changes have been made in the Supervisory Staff during the year. Only one position has been filled by a new employee, since the other vacancies have been taken care of by advancement of employees.

Personnel Practices

It became necessary, because of current trends, for us to revise the wage scale radically, as well as provide more liberal benefits in off-duty time. Written policies and explanation of duties of employment were prepared for all groups in order further to define lines of authority and describe bases for promotion. The health program for all hospital employees has been reorganized and strengthened by the addition of a Public Health Nurse as Health Coordinator, and a physician whose chief responsibility is their health. The Faculty House has been so renovated and redecorated that this improvement is an added inducement for graduates to remain in this hospital.

Since we do not wish to drop our students upon their graduation, we have commenced an Alumnae follow-up of our graduates. The resulting survey will be valuable to the hospital as well as to the individual.

Improvements

Some progress has been made toward improved facilities by obtaining monel equipment for patient care. During the year, the entire inventory system has been reorganized into a speedier, more simple procedure. Expansion of the nursing offices in June has been a most welcome improvement of our plant.



GRADUATION DAY



CAPPING CEREMONY

During the year, a careful analysis has been made of our procedures and facilities, in order that we may use our available help most effectively. Wherever possible, time-saving methods have been instituted so that patient care can be improved.

NURSING SCHOOL

Applicants

It is heartening to be able to report that, despite the difficulty encountered by most schools in obtaining acceptable applicants, we have found no problem in filling our classes this year. We were able to accept twenty-two applicants in January, 1946, and forty-two students in September, 1946. Forty-five nurses were graduated from this school in May, 1946. We obtained our quota of twenty-four new students for the class entering January, 1947, which, we understand, is a record achievement for class enrollments in the State of Massachusetts for this winter term.

The Friends of the Deaconess made it possible for two superior students to enter the September class of last year. Both of these students have upheld their reputations in their achievement at Simmons College and are carrying the honors for the entire class.

I might mention at this time that there is an increasing number of applicants needing financial assistance. Any increase in scholarship or other funds would be timely, particularly in view of the nursing shortage.

Evaluation of Achievement

In an effort to evaluate our achievement, we have entered upon several exhaustive studies of the comparative school progress during the past six years. It is interesting to note that our faculty preparation is much improved. The nursing course itself has been greatly developed. The scholarship of students has improved steadily, and their health picture is brighter.

Student enrollment at the present time totals 183, as compared with the figure 89 in 1940 — more than doubled. We find that practically all but two of the limitations that were mentioned by the visitor from the National League of Nursing Education have been eliminated, or greatly strengthened. The major remaining problems are connected with staff shortages and the physical plant of Harris Hall. We expect to be reviewed again in February, 1948.

Faculty Appointments

During the past year, six faculty members have been granted leaves of absence for further study. All of them have returned to the hospital and are now contributing more substantially to the development of the school.

Clinical Experience

During the year, much progress has been made in clinical teaching through increased instruction at the bedside and a refined record system. Clinical experience has been enriched by the substitution of one month of Public Health Nursing for all students in place of the Communicable Disease

affiliation that was available to only a few. The dietary experience has been made more meaningful by expanding the service from four to five weeks. Plans have also been made to transfer our psychiatric affiliation from Taunton State Hospital to Northampton State Hospital in April, 1947.

We have commenced two twelve-week advanced courses in our specialties for post-graduates or senior cadets. One course provides instruction and experience in diabetes; the other course covers general surgery with emphasis on carcinoma and neurosurgery. To date we have had five post-graduates and three senior cadets.

Educational Facilities

In the late spring, our offices were so greatly expanded that now we have comfortable and most adequate facilities for administration and teaching. The library resources have been augmented appreciably. The classroom teaching has become more effective as the result of a stronger lighting system. Such valuable tools have been added as a sound movie projector and delinioscope. We have been fortunate in obtaining the latest model of the Chase doll, which is used for demonstration purposes in the classroom.

Student Welfare

Various measures have been provided to better conditions for our students. The Friends of the Deaconess granted two scholarships to students entering the fall class. The Alumnae and the Faculty provided their annual awards at Commencement. Additional health benefits have been effected; as, for example, the allowance of two weeks for illness during the three-year course, the routine examination of chests every six months instead of annually, and the revision of the student uniform from black to white shoes and hose.

The first issue of "Harriscope," the student paper, appeared in the summer. This latest venture of the students gives an inside picture of student life and interests. The Glee Club continues to function effectively. Our Counseling Program has been very helpful in interpreting student needs, as well as in assisting the Faculty to help the students develop their abilities most fully.

Publicity

Despite our activity at home, we have had the privilege of participating in two state institutes on the "Deceleration of the Curriculum" and on the "Integration of Public Health throughout the Curriculum." Such endeavors help keep our name before the public.

On February 5, 1946, we celebrated the 50th anniversary of the commencement of our Nursing School with a colorful pageant and appropriate skits.

Conclusions

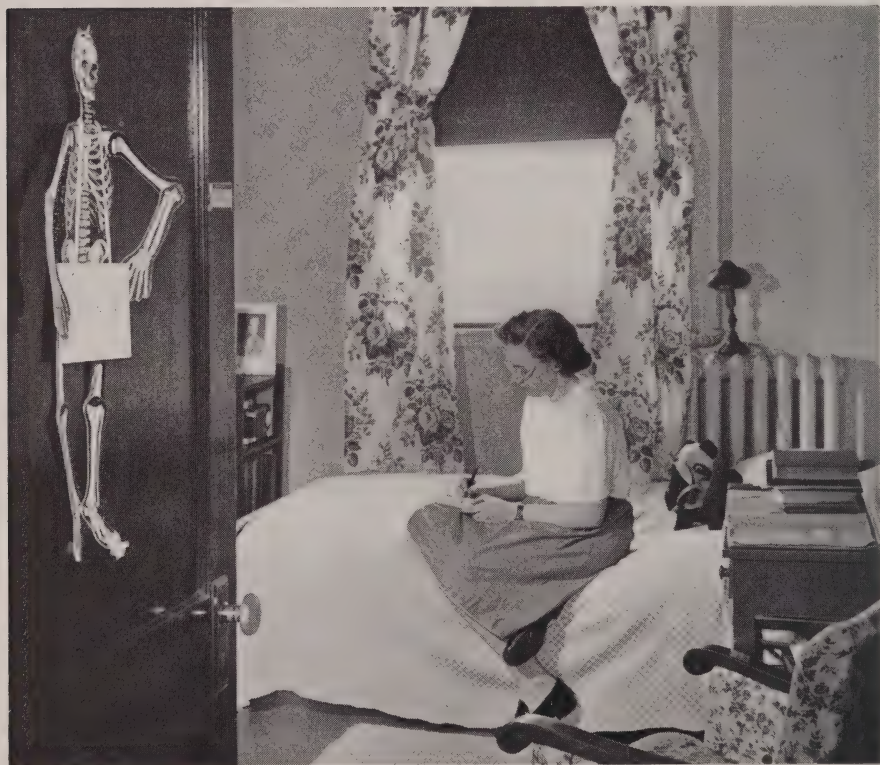
This year has been the most difficult since the beginning of the war. However, the support and understanding of the Administration and the

Nursing School Committee have been an inspiration as well as a practical help. The co-operation of the Medical Staff and the various departments of the hospital has made it possible for the Nursing Department to carry on, despite the pressures. The continued loyalty, co-operation, and efficiency of the Nursing Staff have been most gratifying. Without the unified effort of all, this degree of progress would have been impossible.

Mr. Chairman, it is with pleasure that I present the 1946 Report of the Nursing School and Service.

MARGARET M. SHRADER, R.N.

Superintendent of Nurses



LETTERS HOME

Annual Report *of the Friends of the Deaconess*

The year 1946 has been a good one for the Friends of the Deaconess. In the spring, we completed the fund of \$30,000 which we had pledged for an operating suite in memory of Dr. Daniel Fiske Jones in the new building. This was a proud day for us to whom so large a sum had seemed almost unattainable a few years before when the pledge was undertaken. The event was signalized at an exceptionally fine annual meeting in October when Dr. Shields Warren spoke to us about "Operation Crossroads" at Bikini. The talk was thrilling and we were honored at being among the first of Dr. Warren's audiences.

Our two benefits brought in larger sums than ever; the Rummage Sale, again run by Mrs. Warren, Mrs. Garritt, Mrs. Albie and Mrs. Kenton, netted us over \$2,100 and the Pops Concert, which Miss Eager managed, \$1,000. We have given more than \$600 to the School of Nursing to be used by Miss Shrader for promising student nurses who required some assistance in completing their courses. We stand ready again to help the School in a similar way in 1947, realizing the still critical nursing situation and the fine spirit of our Deaconess nurses. We have made various smaller gifts, notably a gauze cutting machine and a donation to the Social Service Department.

A new departure, which will be a substitute for the Rummage Sale, is the opening of a small Thrift Shop on the second floor of Brodbeck Cottage. Under Mrs. Warren and the same able committee, the Shop started just before Christmas and is open three days each week. We feel that eventually it may prove to be quite a feature as well as a help to the hospital personnel — a sort of "trading post." Already over \$400 has been taken in, and as more people learn of it, the Shop should do better.

At the surgical dressings mornings, Miss Marsh, the chairman, reports a larger attendance than last year. Frequently, there has been an interesting speaker, and always refreshments. Those members of the Friends who have done volunteer work in the wards, at the Blood Bank, at the Clinic, and in the Library and operating rooms are for the most part still at their posts, though less frequently.

We regretted the resignation of Miss Constance Learned as Director of Volunteer Service but were pleased with the hospital's choice of Miss Pamela Whitney as her successor.

As to our future plans, the major part of our funds will, of course, be devoted to some part of the new building. We await developments in order to give help to our hospital where it is most needed.

Respectfully submitted,

CATHERINE D. GRANT
President

GIFTS TO THE DEACONESS HOSPITAL
FROM THE FRIENDS OF THE DEACONESS, INC.

1932 — Patients' Trays at Christmas	\$ 10.00	\$ 10.00
1933 — Materials for Surgical Dressings	\$ 43.72	
Magazines for Nurses	4.00	
Patients' Trays at Christmas	10.00	
Linen for Hospital	200.00	257.72
1934 — Gift to Baker for Equipping Children's Gymnasium . .	\$150.00	
Gift to Palmer Memorial for Surgical Instruments . . .	200.00	
Materials for Surgical Dressings	135.00	
Patients' Trays at Christmas	10.00	495.00
1935 — Patients' Trays at Christmas	\$ 10.00	
Magazines for Nurses	9.50	
Materials for Surgical Dressings	81.15	
Instruments for Palmer	425.00	
Stools for Deaconess Hospital	70.00	
Chair Covers and Drapes for Two Rooms	70.00	665.65
1936 — Gas Machine	\$475.00	
Christmas Tray Decorations	10.00	
Magazines	11.50	
Gauze for Dressings	106.50	
Plant for Library	2.00	
Silver Service in Memory of Dr. McClure	400.00	1,005.00
1937 — Planting around Hospital	\$338.54	
Magazines for Library and Nurses	25.00	
Creamer and Sugar Bowl to Complete Silver Service .	19.50	
Hangings for Rooms at Palmer	200.00	
Toward Rug for Deaconess	100.00	
Surgical Dressings	95.17	778.21
1938 — Library Cart	\$ 29.43	
Christmas Trays	10.00	
Christmas Dinners	15.00	
Vase to go with Tea Service	10.00	
Magazines for Library and Nurses	12.25	
To Supplement Salary of Librarian	25.00	
Instrument Fund	400.00	
Nurses' Aid Fund	100.00	
Dr. Morrison Memorial	100.00	
Decoration of Two Rooms in Hospital — In Memory of Mrs. Horrax	100.00	
Three Treatment Tables	90.00	
Gauze for Surgical Dressings	175.00	1,066.68

1939 — Social Service Department for Magazines and Inci-		
dentals	\$ 32.00	
Sterilizer	190.00	
Nurses' Recreation Fund	15.50	
Christmas Trays and Donations	25.00	
Curtains for Library	17.00	
Dr. Morrison Fund	65.00	
Gauze for Surgical Dressings	293.40	
Instrument Fund	700.00	
Nurses' Fund	84.50	
Nurses' Stations (Decorating)	240.00	\$ 1,662.40
1940 — Nurses' Fund	\$ 87.50	
Christmas Baskets, etc. (Social Service)	40.00	
Additional on Nurses' Stations	10.00	
Magazines for Library and Nurses	15.00	
Gauze for Surgical Dressings	375.00	
Palmer Instrument Fund	700.00	1,227.50
1941 — Social Service Department	\$ 75.00	
Student Nurses' Dances	45.00	
Gauze for Surgical Dressings	198.30	
Tea Cups and Saucers	6.44	
Centrifuge for Baker Laboratory	150.00	
Vapor-Pruf Gomco Pump	93.50	
Redecorating Harris Hall Living Room	100.00	
Tea Cloth to go with Silver Service	10.00	678.24
1942 — Equipment to read X-Ray Films	\$200.00	
Nurses' Fund	112.50	
Social Service Department	54.00	
Clothing for Children in the Wards	25.00	
Christmas Tray Decorations	10.00	
Scissors for Surgical Dressings	4.60	
Gauze for Surgical Dressings	500.00	906.10
1943 — Social Service Thanksgiving and Christmas Gifts . . .	\$ 40.00	
Gauze for Surgical Dressings	500.00	
Redecorating Deaconess Fourth Floor Waiting Room	100.00	
Techniscope	300.00	
Christmas Trays	10.00	
Magazines	10.00	
Nurses' Loan Fund	100.00	
Ping Pong Table for House Officers	31.94	1,091.94
1944 — Surgical Dressing Supplies	\$ 13.00	
Nurses' Fund	210.00	
Percolator for Blood Bank	8.95	
Social Service Department	72.50	304.45

1945 — Surgical Dressings.....	\$ 15.00	
Social Service Department.....	30.00	
Proctoscope — Gift of Mrs. Mather.....	100.00	
Dr. Leland Memorial.....	100.00	
Nurses' Fund.....	200.00	\$ 445.00
1946 — Decorating Christmas Trays.....	\$ 10.00	
Nurses' Scholarship Fund.....	607.00	
Social Service.....	30.00	
Cloth Cutter for Operating Room.....	215.00	862.00
1947 (to March) Social Service Department.....	\$ 27.00	
Friends of the Deaconess Scholarship.....	600.00	
Grant for Further Study by a Nurse Employee.....	400.00	1,027.00
GRAND TOTAL — 1932 to March, 1947.....		\$12,482.89

From December 7, 1937, through April 15, 1947, The Friends of the Deaconess, Inc. made allocations from their funds, which with accumulated interest now total \$30,640.56, to the Daniel Fiske Jones Memorial Fund, to provide the main operating room in the proposed new building of the Deaconess group in memory of Dr. Jones.



A CORNER IN THE NURSES' HOME

Annual Report of the Social Service Department

The Social Service Department dealt with 1,139 individual patients during the year: 625 new patients and 514 whom we had known in previous years. Ninety-five was the average under care per month. In addition to interviews with patients and their relatives, frequent consultations were held with the doctors so that they were aware of the social problems of their patients and we were kept informed of the medical progress. Some of the questions we ponder in the social study of the patient are: How can we know this patient not only in the obvious way of being familiar with his family background, his social and economic status, etc., but with his feelings? What does this illness mean to him? How much of a threat is this diagnosis which may entail a long hospital stay, a major operation, depleted finances, etc.? We frequently use outside public and private social agencies for help in smoothing the patient's adjustment in illness and had contact with 328 such agencies during the year. Fifty-three patients required visiting nurse service, and 306 needed nursing, convalescent, boarding, or institutional homes. One hundred and seventy-seven visits were made outside the hospital.

The department is grateful for the various donations to our Relief Fund. The Permanent Charity Society has made a grant every year since the inception of the department. We have received two grants from the Massachusetts Branch of the American Cancer Society. Mr. Eugene Mather made a grant from the Bray Trust Fund. In addition, we have received donations from former patients and people interested in the work the Social Service Department is doing. A total of \$2,706 was spent during the year for the benefit of seventy-eight individual patients for nursing homes, transportation, special diet, appliances, etc.

The department co-operated with the School of Nursing in a symposium on the "Health and Social Aspects of Nursing" given in December for the Massachusetts League of Public Health Nurses. Twenty classroom lectures plus twelve ward teaching clinics on this subject were given to the student nurses.

PALMER CANCER AND TUMOR CLINICS

It has been gratifying to the staff of doctors and other personnel to have the work in our clinics recognized by the Massachusetts Division of the American Cancer Society. In addition to making a grant to be expended by the Social Service Department for the medical relief of needy patients, the Society is also helping in financing medical follow-up. This is enabling us to keep in touch with many former patients, get them back for periodic check-ups, and keep our records up to date.

While a large proportion of our patients are able to pay their way, 38 per cent of the services had to be given free because of economic need. These services included examinations, laboratory work, minor operations, radium treatments, etc. It was necessary to admit to the hospital for study, operation,

or radiation, 221 patients—23 per cent of those seen in the clinics. Of this number, 87 or 39 per cent were admitted as private patients, paying the doctor a professional fee, and 61 per cent were given free professional services and all or part-free care by the hospital. Blue Cross has been of great help to many patients and is largely responsible for the private patient status of those entering the hospital.

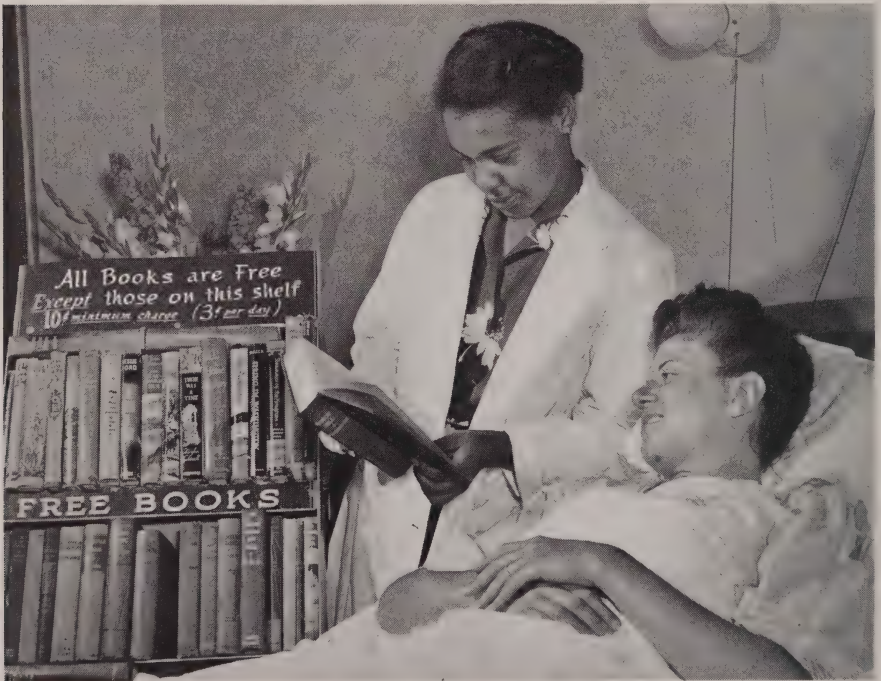
During the year, 963 individual patients made 2,965 visits, the average per week being 57. Of the new patients, 38 per cent were found to have cancer. Of our patients, 25 per cent come from Boston, 39 per cent come from the Metropolitan area, and 36 per cent from outlying districts of Massachusetts and other states. They are referred to us by private doctors, diagnostic clinics, hospitals, friends, relatives or come because of the reputation of the hospital.

Four hundred and sixty-three outpatients were given service by the social workers who take a personal interest in the patients and help to make home arrangements and financial adjustments in order that they may enter the hospital with a free mind.

Respectfully submitted,

GERTRUDE S. JAMESON

Director of Social Service



BEDSIDE SERVICE

Annual Report of the Personnel Department

The Personnel Department has made some substantial gains in 1946. It has now become an established part of the hospital and its functions have been clearly defined.

A detailed monthly report was compiled from the first of the year. It shows the number of interviews and how they were distributed. It gives information on the sources of labor. The number of accessions and separations are listed, as well as the total number of employees. It also gives the monthly turnover rate. A recapitulation of this report shows that 2,295 applicants were interviewed during the year — an average of 7.6 applicants per day. 750 new employees were hired and 737 employees were terminated. This made the average monthly turnover 11.3 per cent.

The personnel policies were approved toward the end of the year. These policies are designed to standardize personnel practices throughout the hospital. The personnel policies cover such topics as employment, promotions, transfers, termination of service, vacations, leaves of absence, absence due to illness, special absences from work, holidays, hospitalization, and health service.

The essential features of these policies have been condensed to make up an employee's booklet. Other material has been added to the booklet which would be of interest to the employee, such as a foreword from Dr. Cook, some historical data, and available employee services. More than 200 of these booklets have been distributed to other hospitals who have asked for them. In addition, outlines for orientation classes have been made for employee instruction. It was not possible to begin these classes before the end of the year as the printing of the booklet was not completed. In the fall, the employees' newspaper entitled "The Pulse" was started.

In June, when the pay cafeteria was established, all salaries were reviewed and readjusted from a salary plus meals basis to a straight cash basis. A definite wage scale with step increases was put into effect. Our job evaluation study was used at that time in making adjustments. The findings of the study together with the community rates formed the basis for the changes. An adjustment of \$10 a month for each meal was made. The change in the cafeteria system helped both the present and prospective employees to realize the cash value of hospital salaries. In general, the cash system of payment satisfied the employees as it made it possible for them to spend their money as they wished. From the standpoint of the Personnel Office, it is easier to quote a cash rate rather than a combination rate. It also has eliminated confusion among the departments.

During the year, we have co-operated with Simmons College in giving some of their students interested in personnel work an opportunity to work in our office. They have helped on clerical work and have also observed other employees at work. The students come one afternoon a week for six weeks.

Respectfully submitted,

ELLEN ADAMS, *Personnel Director*

Annual Report of Volunteer Service

During the year 1946 the number of volunteers working in all organizations has decreased materially due to the fact that, with the war's end, husbands have returned, many families who spent the past two or three years with their parents have settled into their own homes, and life for many people is now too full to allow much time for outside activities.

However, the New England Deaconess Hospital has been most fortunate in having so many of its loyal volunteers continue their work, thus affording the patients some of the little extra comforts for which an overburdened nursing staff has no time. Some of our volunteers give several hours a week in the evening after having worked all day in an office, and some who work five and a half days a week have given up their only free time, Saturday afternoon, to help out on the floors. Several people work continually at home in spare moments threading needles or making other supplies for the operating rooms. People who have never done any type of hospital work before are throwing themselves wholeheartedly into the job of making the routine work lighter for the nurses and the long hours of inactivity less monotonous for the patients. They really deserve great credit when one stops to think that often all the thanks they get is the knowledge within their hearts that they have made someone more comfortable.

The Nurses' Aides who have remained on the job are steadily putting in long hours, as are the Gray Ladies and Regular Volunteers. The Friends of the Deaconess are continuing to make surgical dressings for us in the Palmer solarium each Wednesday morning. The wives of some of the members of the Rotary Club work in the Deaconess operating supply room two nights a week, and about twenty-five members of the Massachusetts Women's Corps make dressings two nights a month. Aside from these, we are fortunate to have the continued assistance of the Red Cross, the All Saints Church, the Old South Church, and the Wellesley Hills Congregational Church in making those dressings without which the functions of the operating rooms would be seriously curtailed. We are ever hopeful that former volunteers will become active again and that new recruits will appear to swell our ranks and our consequent usefulness to the hospital. We are hoping to set up a training program covering various jobs beyond the limited scope of the present volunteer, so that we can instruct a number of volunteers at one time and place on the floor more efficient workers whose first days on the floors will be less time-consuming for the nurses and the volunteer director.

The following are briefly the statistics for the year 1946:

	<i>No. of People</i>	<i>No. of Hours</i>
Nurses' Aides	40	4,105 $\frac{3}{4}$
Gray Ladies	28	2,498 $\frac{1}{4}$
Regular Volunteers	96	4,430 $\frac{3}{4}$
Friends of the Deaconess	53	1,595 $\frac{1}{4}$
Total	217	12,630

In November of this year, Miss Constance B. Learned resigned from the position of Director of Volunteer Service, which department she had built up over the last four years. It was with great regret that the members of the staff and the volunteers watched her departure, for she has many, many friends here and the job she performed deserves high praise. Her successor is Miss Pamela Whitney who wishes to thank those connected with the hospital and the volunteers for their friendly co-operation.

Respectfully submitted,

PAMELA A. WHITNEY

Director of Volunteer Service

Annual Report of the Librarian

The Library has continued to render service to all patients. The book wagon has visited patients twice weekly with an assortment of books, puzzles, magazines and stamps. Foreign books have been procured for those desiring them from the Division of Libraries. Talking books for the blind have been borrowed from Perkins Institute.

There has been a continued shortage of volunteer help for the Library — less than two-thirds of that available in 1945, which was, in turn, a reduction from the year of 1944. The contacts with patients numbered 18,975 and the circulation numbered 12,194. The books used by employees and the staff numbered 2,900. One hundred and ninety-eight new books were purchased, and 122 gifts were received from friends of the hospital. The receipts from the rental collection for the year were \$298. The expenditures, including new books, rebinding, magazines, etc., amounted to \$365.

About one-third of the librarian's time has been devoted to the Library of the Nursing School, and to reference work with the students. This varies from the orientation program with new students to the calls for review material in anticipation of State Board Examinations for the graduating class, and co-operation with faculty in making specific course materials available.

Respectfully submitted,

BERYL PAINE

Librarian

Annual Report of the Dietary Department

The year of 1946 started with price controls and a scarcity of food not known during the war. Before the year was over, we had experienced every thing from a total lack of food through shortages to surpluses; from a controlled price under O.P.A. to prices so high they were both amazing and frightening. As an example of the change in food prices, the following is submitted:

	<i>June, 1946</i>	<i>December, 1946</i>
Butter.....	\$.60	\$.91
Eggs.....	.43	.63
Milk.....	.12	.17
Cream.....	.45½	.64
Bottom round.....	.35¼	.63
Lamb legs.....	.41¼	.62
Pork loin.....	.29	.47
Ham.....	.31¼	.53
Ribs.....	.33¾	.60
Bacon.....	.35½	.68

In February, the purchasing of all food for the Dietary Department was taken over by the Chief Dietitian. In connection with this, perpetual inventories and a cost accounting system have been installed.

On June 5, we opened a Pay Cafeteria for personnel. The number of patrons has steadily increased from approximately four hundred for luncheon to a maximum of five hundred and seventy-four. Tickets are issued to each of the student nurses and to a very small group of house doctors. All others pay cash. A small additional charge is made on each tray to those persons not connected with the hospital.

Shortages have not been limited to food. Standards have been set up for silver, linen and dishes, but the inability to purchase these items has made it almost impossible to maintain these standards. The shortage of personnel continues, and we are finding it difficult to return to our prewar standards of service as rapidly as we had hoped.

At the annual Christmas party, twelve members of the Dietary Department received service pins. Their combined length of service totals more than one hundred and fifty years.

During the year, we served 388,044 meals to patients and 331,846 meals to personnel, a total of 719,890 in all.

Respectfully submitted,

EFFIE MAY WINGER
Chief Dietitian

Annual Report of the Pharmacy

The Pharmacy had its most active year in 1946. The new manufacturing room was a most worth-while investment and has proven its value many times. As an example, we now filter fifty gallons of Benedict's Solution in twenty minutes, where formerly each five-gallon quantity required about four hours, and our present manufactured products are of a higher and more uniform quality.

In September, we acted as a depot for the early distribution of the new drug, streptomycin, and when it was released commercially in November, we added this item to our stock of drugs. The amounts of streptomycin and penicillin used in the hospital might be of interest. There were 29,335 100,000-unit vials used; 4,112 200,000-unit vials and 772 500,000-unit vials, with a cost value of \$20,118 during the year. In comparison, there were 530 vials of streptomycin (1 gram each) used, with a cost value of \$3,271 during the final four months of the year. Our retail store and our mail-order business increased impressively over any previous year.

The entire Pharmacy personnel is now carrying a peak-load of work. Any increase in the present work, or any additional work, will necessitate additional personnel.

We have again enjoyed the finest kind of co-operation from the Administration and the other departments and are looking forward to 1947 with much hope and confidence.

Respectfully submitted,

JOSEPH K. CHAMBERLIN

Chief Pharmacist



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Annual Report
of the
Engineering and Maintenance Departments

The termination of World War II brought to these departments a shortage of vital equipment and working materials so acute that we have had to make many replacement parts by hand.

Consistent with past years, the Engineering Department can again boast of further gains in evaporation. Oil consumption for the year was 18,490 gallons less than in 1945. An 11,500 gallon oil tank was installed which, added to our previous storage, gives a total capacity of 18,200 gallons — a ten-day supply during the winter and nearly a month in the summer. The assurance of having fuel oil on hand while strikes are so prevalent can well be appreciated.

A reduction in the cost of electricity, due to a cheaper rate, was granted by the Boston Edison Company; although the kilowatt-hour demand has increased because of the conversion to all-electric equipment in the new cafeteria, the budget figure has remained the same on this utility.

The most important accomplishment under the heading of new work was the reconversion of the casement sash windows in the Palmer building to regulation hung windows. Had these windows not been changed before the wind storm, the damage would have been much greater.

A new water storage tank replaced the old leaky tank at 229 Kent Street, and with it an automatic oil burner was installed. This dispensed with the services of a fireman.

These departments and all others are hampered by the inadequacy of working and storage space. As plans go forward for a new building, serious thought and study should be given to this problem, not only to meet present requirements but to be ample for future needs.

Respectfully submitted,

DONALD L. SABINE
Superintendent of Maintenance

Annual Report of the Laundry and Linen Department

Our program for 1946 was designed to build up the efficiency of our plant. Although laundry labor is, as a rule, transient, such is not the case here. Our steady and capable employees deserve most of the credit for the progress made.

Two ex-service men are taking our laundry training course. They are showing progress in textile chemistry, production and time study. Both are already valuable employees.

Fabric testing is an important part of our work. Regular check-ups tell us how many times various linens will launder. We are then able to pre-determine costs in the purchase of linen supplies.

Our records show that in 1946 we laundered	1,211,660 pounds
	1,940,323 pieces
Our linen room manufactured	17,880 pieces
We repaired	14,882 pieces
We discarded	6,908 pieces

This department wishes to thank the Administration and all the supervisors for their assistance and co-operation.

Respectfully submitted,

WALTER C. EMERY
Laundry Manager



Medical Administration



Medical and Administrative Staffs

1947

Administrative Staff

HOWARD F. ROOT, M.D., *Chairman*
F. GORHAM BRIGHAM, M.D.
RICHARD B. CATTELL, M.D.

SHIELDS WARREN, M.D., *Secretary*
ALEXANDER MARBLE, M.D. 
LELAND S. MCKITTRICK, M.D.

DEACONESS DIVISION

Surgeons

RICHARD B. CATTELL, M.D., *Surgeon in Chief*

HOLLIS L. ALBRIGHT, M.D.
BENTLEY P. COLCOCK, M.D.
FRANK H. LAHEY, M.D.
CHARLES A. LAMB, M.D.
HALSEY BEACH LODER, M.D.
CHARLES C. LUND, M.D.
LELAND S. MCKITTRICK, M.D.
SAMUEL F. MARSHALL, M.D.

JOE VINCENT MEIGS, M.D.
THEODORE C. PRATT, M.D.
FRED A. SIMMONS, M.D.
NEIL W. SWINTON, M.D.
IRVING J. WALKER, M.D.
KENNETH W. WARREN, M.D.
PAUL A. YOUNGE, M.D.

Physicians

HOWARD F. ROOT, M.D., *Physician in Chief*

FRANK N. ALLAN, M.D.
THEODORE L. BADGER, M.D.
C. CABELL BAILEY, M.D.
ELMER C. BARTELS, M.D.
ALLEN G. BRAILEY, M.D.
F. GORHAM BRIGHAM, M.D.
ROBERT W. BUCK, M.D.
WALTER S. BURRAGE, M.D.
JOHN W. CASS, JR., M.D.
ARTHUR A. CUSHING, M.D.
DONAT P. CYR, M.D.
JAMES A. EVANS, M.D.
FRANK P. FOSTER, M.D.
JOHN L. FROMER, M.D.
HUGH P. GREELEY, M.D.
ALBERT A. HORNOR, M.D.
LYMAN H. HOYT, M.D.
LEWIS M. HURXTHAL, M.D.
HARRIET D. JAMES, M.D.
STEWART H. JONES, M.D.
SARA M. JORDAN, M.D.
ALLEN P. JOSLIN, M.D.
ELLIOTT P. JOSLIN, M.D.
LEWIS W. KANE, M.D.
EVERETT D. KIEFER, M.D.

DONALD S. KING, M.D.
ROGER I. LEE, M.D.
JAMES S. MANSFIELD, M.D.
ALEXANDER MARBLE, M.D.
F. WILLIAM MARLOW, JR., M.D.
FRANCIS E. McDONOUGH, M.D.
DAVID McC. McKELL, M.D.
H. ARCHIBALD NISSEN, M.D.
JOHN W. NORCROSS, M.D.
W. RICHARD OHLER, M.D.
A. SEYMOUR PARKER, JR., M.D.
LEROY E. PARKINS, M.D.
CAREY M. PETERS, M.D.
JOHN R. ROSS, M.D.
DWIGHT L. SISCOE, M.D.
CARLTON R. SOUDERS, M.D.
RICHARD P. STETSON, M.D.
WILLIAM B. STEVENS, M.D.
JAMES H. TOWNSEND, M.D.
MARTIN L. TRACEY, M.D.
ELEANOR A. WASKOW, M.D.
CONRAD WESSELHOEFT, M.D.
PRISCILLA WHITE, M.D.
S. ALLEN WILKINSON, M.D.

Anesthetists

URBAN H. EVERSOLE, M.D.
LEO V. HAND, M.D.

MORRIS J. NICHOLSON, M.D.

Bacteriologist

HAROLD B. KENTON, M.D.

Cardiologist

BURTON E. HAMILTON, M.D.

Oral Surgeons

VARAZTAD H. KAZANJIAN, D.M.D., M.D. LEROY M. S. MINER, M.D., D.M.D.
HAROLD A. KENT, D.M.D.

Dermatologists

C. MARSHALL CRAWFORD, M.D. C. GUY LANE, M.D.
ARTHUR M. GREENWOOD, M.D. ETHEL M. ROCKWOOD, M.D.

Gynecologists

HENRY T. HUTCHINS, M.D. FRANK A. PEMBERTON, M.D.

Laryngologists

CARL H. ERNLUND, M.D. LYMAN RICHARDS, M.D.
JOHN R. FRAZEE, M.D. HAROLD G. TOBEY, M.D.
WALTER B. HOOVER, M.D. FRANCIS L. WEILLE, M.D.
FRANK D. LATHROP, M.D.

Neurologists

JAMES B. AYER, M.D. JOHN B. DYNES, M.D.
G. COLKET CANER, M.D. OSCAR J. RAEDER, M.D.

Neurosurgeons

GILBERT HORRAX, M.D. KENNETH E. LIVINGSTON, M.D.
JAMES L. POPPEN, M.D.

Obstetrician

R. S. TITUS, M.D.

Ophthalmologists

WILLIAM P. BEETHAM, M.D. J. HERBERT WAITE, M.D.
LOUISA PAINE TINGLEY, M.D.

Orthopedists

GEORGE GUY BAILEY, M.D. WILLIAM A. ROGERS, M.D.
ALBERT H. BREWSTER, M.D. JAMES W. TOUMEY, M.D.
GILBERT E. HAGGART, M.D. GEORGE W. VAN GORDER, M.D.
ROBERT H. MORRIS, M.D.

Pathologists

OLIVE GATES, M.D. SHIELDS WARREN, M.D.
WILLIAM A. MEISSNER, M.D.

Pediatrician

WARREN R. SISSON, M.D.

Roentgenologists

ISABEL K. BOGAN, M.D. JOSEPH H. MARKS, M.D.
HUGH F. HARE, M.D.

Thoracic and General Surgeons

HERBERT D. ADAMS, M.D.
RALPH H. ADAMS, M.D.
REEVE H. BETTS, M.D.
RICHARD H. OVERHOLT, M.D.

JOHN W. STRIEDER, M.D.
RICHARD H. SWEET, M.D.
FRANCIS M. WOODS, M.D.

Urologists

WESTON T. BUDDINGTON, M.D.
FLETCHER H. COLBY, M.D.
HARVARD H. CRABTREE, M.D.
VERNON S. DICK, M.D.

EARL E. EWERT, M.D.
ROGER C. GRAVES, M.D.
GEORGE GILBERT SMITH, M.D.

Chiropodist

J. F. KELLY, B.S.C.

PALMER MEMORIAL DIVISION

Visiting Staff

LELAND S. MCKITTRICK, M.D.,
Surgeon in Chief
CARL H. ERNLUND, M.D., *Laryngologist*
JOSEPH H. MARKS, M.D., *Roentgenologist*
JOE VINCENT MEIGS, M.D., *Gynecologist*

F. GORHAM BRIGHAM, M.D.,
Physician in Chief
GEORGE GILBERT SMITH, M.D., *Urologist*
SHIELDS WARREN, M.D., *Pathologist*

Surgeons

WESTON T. BUDDINGTON, M.D.
CLIFFORD C. FRANSEEN, M.D.
FRANCIS INGERSOLL, M.D.
WYLAND LEADBETTER, M.D., *Urologist*

JOHN B. MCKITTRICK, M.D.
CARROLL C. MILLER, M.D.
LANGDON PARSONS, M.D.
RICHARD H. SWEET, M.D.

Physicians

FRANCIS T. HUNTER, M.D.
WILLIAM A. MEISSNER, M.D., *Pathologist*

GEORGE P. STURGIS, M.D.

Consultants

ELLIOTT P. JOSLIN, M.D.,
Honorary Consulting Physician
JOSEPH C. AUB, M.D., *Medicine*
JAMES B. AYER, M.D., *Neurology*
HENRY K. U. BEECHER, M.D., *Anesthesia*
EDWARD B. BENEDICT, M.D., *Endoscopy*
OLIVE GATES, M.D., *Pathology*
ARTHUR M. GREENWOOD, M.D.,
Dermatology
BURTON E. HAMILTON, M.D., *Cardiology*
JOHN S. HODGSON, M.D.,
Neurological Surgery
HENRY JACKSON, JR., M.D., *Medicine*
VARAZTAD H. KAZANJIAN, D.M.D., M.D.,
Oral Surgery
HAROLD B. KENTON, M.D., *Bacteriology*

GEORGE R. MINOT, M.D., *Hematology*
W. JASON MIXTER, M.D.,
Neurological Surgery
RICHARD H. NORTON, JR., D.M.D.,
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FRANK A. PEMBERTON, M.D., *Gynecology*
WYMAN RICHARDSON, M.D., *Medicine*
ETHEL M. ROCKWOOD, M.D., *Dermatology*
WILLIAM A. ROGERS, M.D.,
Orthopedic Surgery
LEROY A. SCHALL, M.D., *Laryngology*
CHANNING C. SIMMONS, M.D., *Surgery*
LOUISA PAINE TINGLEY, M.D.,
Ophthalmology
HENRY R. VIETS, M.D., *Neurology*
J. HERBERT WAITE, M.D., *Ophthalmology*

Associate Staff

HOLLIS L. ALBRIGHT, M.D.
THOMAS J. ANGLE, M.D.
REEVE H. BETTS, M.D.
ISABEL K. BOGAN, M.D.
ROBERT E. BROWNLEE, M.D.
BRADFORD CANNON, M.D.
JOHN W. CASS, JR., M.D.
EARLE M. CHAPMAN, M.D.
FLETCHER H. COLBY, M.D.
ERNEST M. DALAND, M.D.
ROGER C. GRAVES, M.D.
WARD I. GREGG, M.D.
E. PARKER HAYDEN, M.D.
ALBERT A. HORNOR, M.D.
LYMAN H. HOYT, M.D.
LEWIS M. KANE, M.D.
HAROLD A. KENT, D.M.D.
FRANK H. LAHEY, M.D.

CHARLES C. LUND, M.D.
L. TILLMAN MCDANIEL, M.D.
FRANCIS D. MOORE, M.D.
ROBERT H. MORRIS, M.D.
H. ARCHIBALD NISSEN, M.D.
RICHARD H. OVERHOLT, M.D.
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HOWARD F. ROOT, M.D.
DWIGHT L. SISCOE, M.D.
JOHN W. SPELLMAN, M.D.
RICHARD P. STETSON, M.D.
WILLIAM B. STEVENS, M.D.
CHARLES L. SWAN, M.D.
GRANTLEY W. TAYLOR, M.D.
GEORGE W. VAN GORDER, M.D.
IRVING J. WALKER, M.D.

Annual Report *of the* *Surgeon-in-Chief for 1946*

There is little that is new to add to the previous reports from the staff. The urgency of the hospital situation continues not only unabated but probably with increasing seriousness. The demand for hospital beds continues far to exceed its supply. The shortage of nurses persists so that it has been necessary at times to cancel operations which are urgently needing to be done because of lack of nursing personnel to man operating rooms over the period of time demanded. The operating facilities of the hospital continue to be far short of what is needed in the way of space and modern equipment. It is with great satisfaction that the staff has been made aware of the desire of the Building Committee, the Executive Committee and the Trustees to meet these conditions by undertaking the new building at the earliest possible date.

Patients from all ends of the earth continue to come to the hospital because of the varying skills, experience and interest which are available for them there. Physicians likewise from all ends of the earth come daily to observe the progress of the work in the hospital, wards and rooms and in the operating rooms.

The various divisions of the hospital continue with teaching programs largely in a postgraduate capacity, and Trustees and members of the Corporation can, I believe, well be proud of the part the hospital is playing in the training of physicians. They can also be proud of the fact that many of these physicians are veterans who are receiving either refresher courses or further training in their efforts to become better doctors.

Everyone in the hospital, both in a professional and nonprofessional capacity, looks forward to the day when the many hardships which have been created by the war can be overcome and the care and treatment of patients can be conducted on a basis nearer to that existing prior to the war.

I am sure that the staff and the executive department of the hospital feel that with the long waiting list the hospital has and the large number of patients with conditions of such a serious nature who patronize the hospital, the most urgent need the hospital has today is for more beds.

FRANK H. LAHEY, M.D.
Surgeon in Chief

Annual Report of the Pathologist

The laboratories during 1946, with insufficient personnel and many difficulties in obtaining necessary equipment, have had to face a steadily increasing volume of work and an increasing demand for training by doctors who had served in the Armed Services. Space has been at a premium and, at times, as many as eight doctors have been working in our diagnostic room, which measures only 15 x 7 ft. The problem of space continues to be most urgent. The scattered layout of the laboratories hampers effective and economical administration.

In the new building, it is essential that there be adequate provision for laboratory space. It has frequently been necessary to turn down able men whom we would desire to have work with us and sometimes to turn down funds offered for research projects because of inadequate space in which to carry on the work. Plans have been initiated for rendering useful the second floor of the garage at the Garritt House on Kent Street, and it is hoped in the near future that this will be available for urgently needed laboratories.

In spite of these difficulties, it has been possible for us to continue our program of training in pathology doctors who have been serving in the Armed Forces. Two groups have been aided in this way: those desiring prolonged training in pathology and desiring to become pathologists, and those desiring a six-month training period in pathology as an adjunct to their training in surgery or other specialties.

It is interesting to note that the trend toward centralization of laboratory work, the value of which was established here many years ago, is receiving favorable attention in other institutions where the laboratories have developed as subsidiaries of different services.

The Blood Bank has continued to be of major importance in the success of the surgical work of the hospital. It serves not only this hospital, but also the New England Baptist Hospital, the Corey Hill Hospital, the Robert Breck Brigham Hospital, the Brooks Hospital, and the Massachusetts Women's Hospital. During the year 4,123 pints of blood were supplied to recipients by the Bank and 4,369 donors provided this blood. The slight surplus was turned over to the State Blood Bank and blood plasma given the Blood Bank in exchange for it. Of this total of blood issued, 2,296 patients were in the Deaconess Hospital, and the volunteer donors for these patients number 2,122.



DR. SHIELDS WARREN, *Pathologist of the New England Deaconess Hospital, who was the Executive Officer, Naval Medical Research Section, Operation Crossroads, during the summer of 1946. Dr. Warren is also a member of the National Advisory Cancer Council.*

STERILIZING
INTRAVENOUS SOLUTIONS



LABORATORY TECHNICIAN



BLOOD BANK
“FUTURE INSURANCE”



The work of the Bacteriological Laboratory has increased in importance as the utilization of penicillin and streptomycin has increased. It is now no longer enough to identify a disease-producing organism, but it is necessary, very frequently, to determine its sensitivity to the various antibiotics.

During the year a slight amount of research work has been carried on in spite of the many difficulties. The intensive attack on cancer of the stomach has been further developed and work with radioactive isotopes both from the standpoint of diagnosis and treatment has been advanced.

On January 1, 1946, we welcomed back to the Bacteriological Laboratory and the Blood Bank, Dr. Harold B. Kenton who had been serving in the Army Medical Department as Chief of Laboratory Service, Regional Hospital, Santa Ana Army Base, Santa Ana, California. On July 1, 1946, Dr. William A. Meissner returned as Assistant Pathologist after service in the Navy as Laboratory Officer of a hospital ship in the Pacific. On October 15, 1946, Dr. Edward K. Morse, former resident, who had been serving with the Army in the European Theater of Operations, returned and was appointed as Assistant Resident. Regaining the services of these men was a major asset to the laboratories. The Pathologist, who had been doing part-time work while in the Navy, was away from May 1 to September 1, 1946, for the purpose of participating in the Operation Crossroads.

On April 1, 1946, Dr. Henry O. Paquin, Jr. and Dr. Walter L. Arons completed their appointments.

During the year, the laboratory resident staff consisted of:

Dr. William W. Tribby	Dr. Sheldon C. Sommers
Dr. Joseph D. Feldman	Dr. John H. Wentworth
Dr. Merle A. Kellett	Dr. Edward K. Morse

In addition to a number of visitors in the laboratory, five volunteers each spent a number of months in training:

Dr. George J. Fleury, Jr.	Dr. Beatty H. Ramsay
Dr. A. Donald Haug	Dr. Edwin B. Seelye
Dr. Herbert W. Horne, Jr.	

1946

<i>Blood Bank</i>		<i>Pathological Laboratory</i>	
Transfusions	4,123	Autopsies	177
Plasma (Units)	497	Bacteriological Examinations . . .	5,955
Donors	4,369	Electrocardiograms	1,580
		Surgical Examinations	7,672
<i>Chemical Laboratory</i>		<i>Solution Room</i>	
Basal Metabolism Tests	925	Total Solutions given (exclusive	
Blood Examinations	73,178	of transfusions)	31,308
Urine Examinations	62,212		
Miscellaneous Examinations . . .	10,949		

Respectfully submitted,
SHIELDS WARREN, M.D.
Pathologist

Annual Report of the Roentgenologist

The report for the previous year states that the war-born shortage of films "is now a thing of the past." That statement has proved to be untrue and was perhaps the result of wishful thinking. Actually, the film shortage continues although it is not quite so acute as during the late months of the war. The present shortage is reported as due, in part, to the use of large numbers of films by the veterans' hospitals, but in even larger part to their use in increasingly large numbers in all general hospitals and for public health surveys. Shortage is, of course, a relative term and must be related to demand. The demand for X-ray examinations has increased so rapidly during the past few years that there is now a film shortage in spite of the fact that the manufacturers are operating at the capacity of their present plants and are delivering more films now than in previous years. It is hoped that their facilities may be increased.

Our own statistics for the year just past are representative of the trend. Our total number of examinations for the year was 9,813; our previous high was 8,962 and 8,630 in 1945. The total number of treatments given was 5,357 with 4,912 during the previous year.

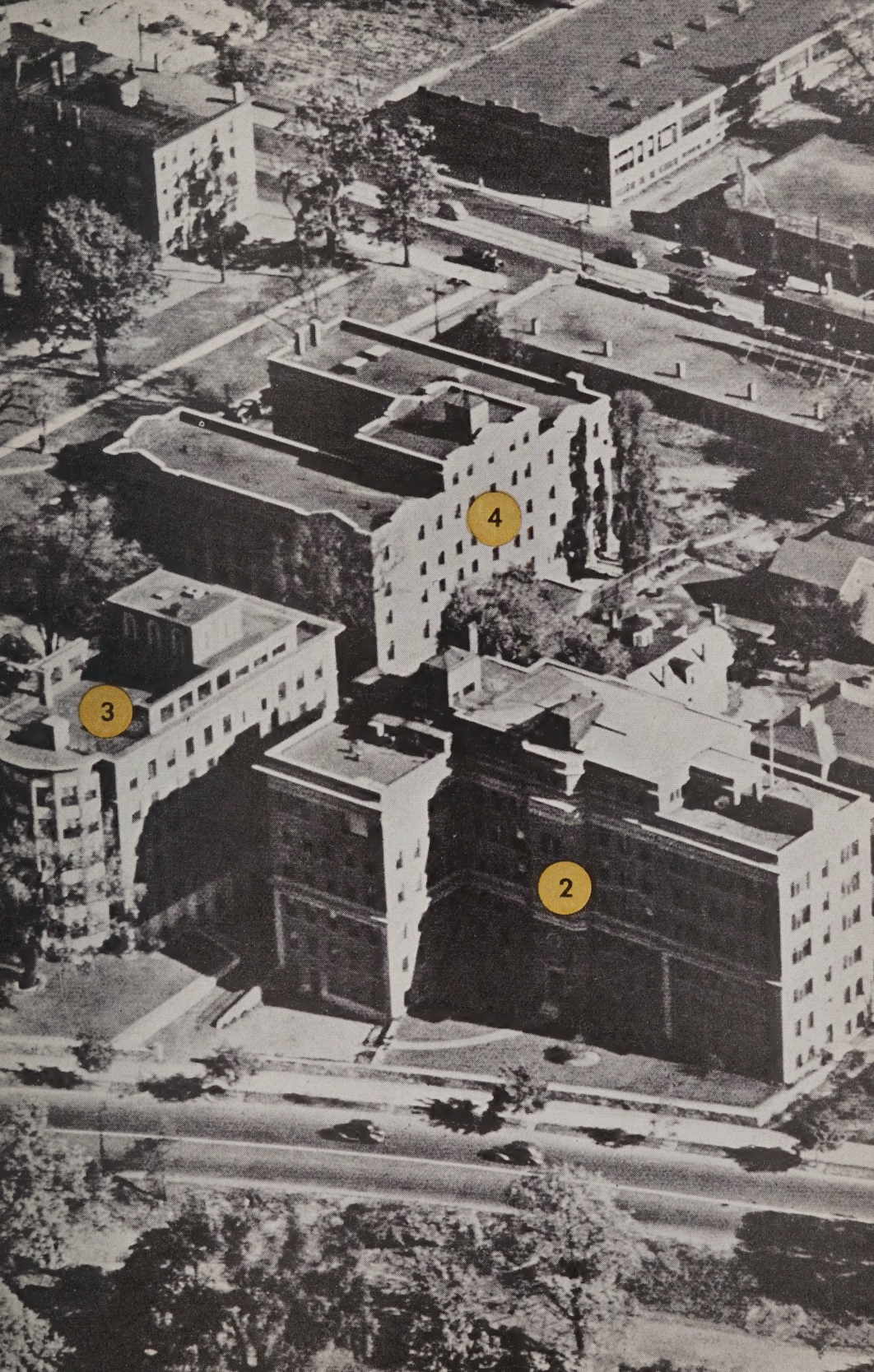
Dr. Donald P. Ham has served with us during the year as Assistant Roentgenologist and has carried the responsibility of the work in the Deaconess department. Dr. Martin H. Wittenborg served as Resident during the first half of the year and Dr. Henry P. Brean during the latter half. Dr. Merle A. Kellett was here as voluntary assistant from July 1 to November 30. Each has since returned to the Peter Bent Brigham Hospital to complete his training with Dr. Sosman. Everyone continues to be pleased with the combined program for residents.

The photo-roentgen unit, which was ordered in June, 1945, for survey examination of the chest of all patients, has not yet been delivered and we have had no other additions to our equipment.

I would like again to express my appreciation to the members of the other departments in the hospital for their help and co-operation during the past year.

Respectfully submitted,

JOSEPH H. MARKS, M.D.
Roentgenologist



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